

H E A D S + S T I V I L

L O N D O N N W 6

175, West End Lane, London NW6 2LH

Operational Management Plan

Mission Statement:

Heads & Tails aims at providing a safe and convivial environment in which the public may enjoy the range of cocktails, wines and facilities which we offer. This procedure and others that we have put in place are subject to constant review and improvement and are the result of careful consideration by our experienced team of directors, managers and professional advisers.

Overall, our aim is to provide a distinctive atmosphere which attracts a select range of customers. We aim to create the relaxed and sophisticated atmosphere of an upmarket drinking establishment. We successfully achieve this through a combination of high-quality design, good management and the provision of a selective drink's menu, showcasing a range of quality products.

Our approach has been to work closely with the statutory authorities and with local residents to ensure that the planning objectives are being actively promoted. We appreciate that the success of the planning regime depends on the continuation of strong partnerships between the responsible authorities and interested parties. We are always sensitive to concerns raised by interested parties or responsible authorities in response to our applications for new planning applications. We are always willing to modify our applications to address those concerns when that is deemed necessary.

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1.0 Heads & Tails Management:

- 1.1 Heads & Tails is the trading name of John Gordon Wines Ltd, a limited company owned and run by Will Partridge and Christopher Dennis.

Will Partridge is a London-based bar & restaurant owner with 20 years experience in the hospitality sector. He has been a proprietor since opening 'Wax Jambu' cocktail bar in Islington in 2007. He has featured in numerous hospitality magazines and participates in spirit tastings / judging's on a regular basis. He also has many strong connections throughout the UK food & beverage industry.

Christopher Dennis is a successful venue operator, drinks ambassador and spirits consultant based in London. He regularly works with Torres, Halewood and William Grant & Sons and has over 12 years' experience in the drinks industry. Chris is currently working on his new project Highballer in East London as well as launching Marylebone gin into the English market with distiller Johnny Neill.

- 1.2 Our on-duty management structure is designed to ensure that we encourage responsible behaviour on our premises. The Heads & Tails will have an average of two managers. There is always at least one manager on duty throughout trading hours and at peak times there will be a designated manager supervising the bar and 'walking the floor'.
- 1.3 The Managers have the support of the Operations Director, who maintains regular contact with management at all levels. This management structure ensures that if any employee has any question or requires further support they can immediately ask for assistance from their management team.

- 1.4 The management will ensure:

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- That all staff are aware of their obligations to patrons and the wider community and conduct themselves professionally at all times.
- That any contracted service provider or supplier is a reputable supplier who is, where relevant, fully qualified and adequately insured and will act in a professional and courteous manner whilst on site.
- All our employees are provided with an intensive induction and refresher training on our policies.
- Our employees are trained to continually assess the state of sobriety of any customer purchasing alcoholic drinks or consuming alcohol within the premises.
- CCTV is provided throughout our premises. It has proved to be an active deterrent for anti-social behaviour and we are committed to continuing its provision.
- All premises are fitted with digital equipment and the camera locations are selected in conjunction with the local police Crime Prevention Officer whenever possible.
- Heads & Tails is committed to training adequate numbers of employees in the use of the CCTV system so that immediately following an incident a trained member of staff is always available to replay footage, download material or provide a VHS tape where the CCTV is recorded on an analogue system. This material will always be made available to the statutory authorities without delay. All CCTV footage will be retained for a period of at least 30 days.

Safe, Secure and Responsible

1.5 Heads & Tails is a supporter of the National PubWatch organisation. National PubWatch is an entirely voluntary organisation that is set up to support local

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PubWatch schemes and encourages the creation of new schemes. The National PubWatch organisation has the key aims of achieving a safe, secure and responsible social drinking environment in all licensed premises throughout the United Kingdom and helping to reduce alcohol-related crime.

- 1.6 Our Managers are expected to take an active role in their local PubWatch scheme or support the establishment of a local PubWatch where one is not already in existence. The type of support we can provide includes offering our premises as venues in which PubWatch meetings can be held and chairing those meetings.
- 1.7 We will support initiatives introduced by local PubWatch schemes to reduce crime and disorder in town centres.
- 1.8 We intend to join for the Best Bar None Award scheme. The UK-wide scheme, which is backed by the Home Office, was piloted in Manchester in 2003 and has since been adopted by over thirty other towns and cities with great success. Best Bar None aims to promote the responsible management and operation of alcohol licensed premises with the ultimate intention of offering and maintaining a safer, more welcoming, attractive and lively drinking experience. The scheme encourages local operators to act responsibly and take pride in their premises and surroundings and, in so doing, put something back into the town and their local community.

Heads & Tails sensible drinking message

- 1.9 Heads & Tails support the Drinkaware Trust ('the Trust'). We fully support their strategic aims and hope to raise their profile and highlight their valuable work by communicating their sensible drinking messages.

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1.10 We support the Trust to achieve their key objective, namely, change the United Kingdom's drinking culture in order to help reduce alcohol misuse and alcohol-related harms.

2.0 Maintenance:

The management team will ensure:

- That the interior and exterior of the building is kept clean and tidy and that any graffiti or rubbish is removed as quickly as possible.
- That any damage or defect notified to the Manager will be repaired as soon as possible by reputable professionally qualified service providers.
- That all fixtures and fittings will comply with relevant statutory obligation and that all fixtures and fittings requiring periodic inspection will be so inspected by properly qualified service providers.
- That all patron facilities are kept clean and in a good state of repair and that all common fixtures comply with relevant statutory obligations and that those that require periodic inspection will be so inspected by properly qualified service providers.
- That the patron areas and building structure are properly maintained by means of a rolling programme of Planned Preventative Maintenance and that common areas are redecorated as often as is necessary.
- That any maintenance work carried out as described above will be undertaken by reputable professionally qualified service providers in compliance with Health and

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Safety legislation, relevant industry best practise guidelines and with due regard to minimising any temporary interruption of the amenities that either occupants or adjoining residents enjoy.

- That any deficient fixtures and fittings within occupants' rooms are repaired or replaced as soon as possible following notification to the Manager.
- On site maintenance will be undertaken by Newtons Group Ltd

3.0 Housekeeping and Servicing:

The Management will ensure:

- That all internal and external common parts, fixtures and fittings are kept clean and free of rubbish and waste.
- That all emergency damage, spills or incidents are dealt with as soon as possible.
- That clearly marked areas for the storage of rubbish are available and that their location is advised to all staff and patrons.
- That all rubbish is stored safely and collected as frequently as possible and that all waste storage areas are disinfected / treated as often as necessary to prevent rodent or pest infestation.
- Waste management / disposal will be undertaken by First Mile Ltd

4.0 Deliveries and Collections:

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- Deliveries will be accepted between, Monday to Friday (i.e. not at weekends/bank holidays) unless this is, for practical reasons, not possible.
- Rubbish collection will be allowed between 10am and 12pm.

5.0 Works to the Public House:

- Work (other than emergency work) will be carried out to the building between 8 am and 4pm, Monday to Friday (i.e. not at weekends/bank holidays) unless this is, for practical reasons, not possible.

6.0 Security and Fire Safety:

The management will ensure:

- That all external access points are adequately secured and monitored to prevent unwanted/unauthorised entry.
- That any breach of security or any other incident or emergency is investigated as soon as notified to the Manager and the appropriate authorities advised if relevant. The Manager will log all such incidents and will keep all parties updated until the incident is closed.
- That the Residence will, if necessary, install and operate a CCTV system covering the common parts and exterior of the Residence.
- That all Fire Escape routes are kept adequately signed and free from obstruction at all times.

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- That all Fire alarms are tested at least as often as is statutorily required and that evacuation drills are carried out in accordance with statutory provision.
- External security will be provided by Blink Security Ltd

7.0 What the Management expects of patrons:

In return the Residence requires that occupants:

- Comply with the terms of your occupational Licence.
- Respect the Manager and other staff and comply with any reasonable requests that they may make of you from time to time.
- Respect the right of adjoining residents to a quiet life and behave accordingly.
- Refrain from any activity that might cause nuisance or give rise to complaints by adjoining residents or the general public.

8.0 Community Liaison: Responsibilities & Procedures:

The management will ensure that:

- Contact telephone numbers for the Manager and the Operations Director will be made available for the patrons and local residents available for legitimate use by occupants and adjoining residents 24 hours a day, 365 days a year.

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- That a representative of the Heads & Tails will be available on reasonable notice during normal office hours to meet with and discuss any concerns which adjoining residents may have in relation to the operation of the public house.
- That if requested by local residents, meetings with Heads & Tails representatives be convened to review any ongoing areas of concern.

9.0 Complaints Handling:

- Any complaints or comments about the Heads & Tails or its patrons should be made to the Manager or the Operations Director, or responsible member of staff, by telephone on the numbers provided, or in writing.
- Any complaints received by will be dealt with in a timely and courteous manner, and that the person who made the complaint will be notified of the action taken, or response made to their complaint if they ask to be informed of the outcome.
- A copy of the company's full complaints handling policy will be available at the premises at all times and freely available to any patrons who wish to make a formal complaint.